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TOTAL QUALITY MANAGEMENT

MASTER PLAN

DCASR ST. LOUIS

1222 SPRUCE STREET

ST. LOUIS, MISSOURI 63103-2811

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TOTAL QUALITY MANAGEMENT

(TQM)

MASTER PLAN

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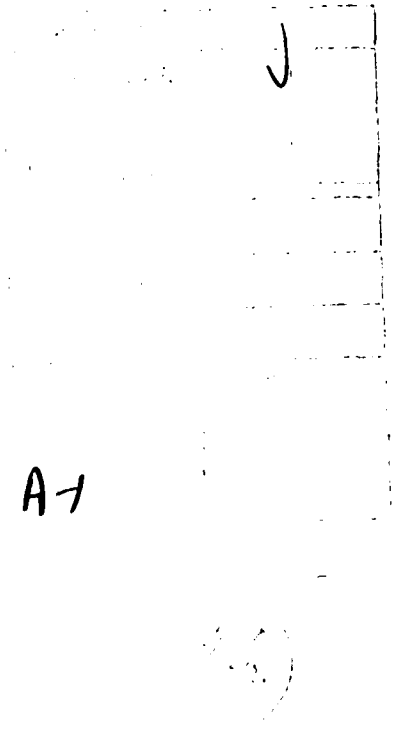


PREFACE

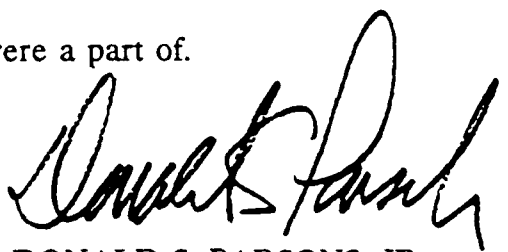
The methodology DCASR St. Louis uses to manage and improve quality is an evolving one. This implementation plan addresses our currently planned activities. Ideas for future improvements or comments and questions should be addressed to Lt Col Samuel E. Woody, USAF, DCASR STL-DT, (314)331-5026 or AUTOVON 555-5026.

INTRODUCTION

The end result of the TQM philosophy is the satisfaction of customers. For TQM to be successfully adopted within DCASR St. Louis, the same goal exists: satisfying the customer, whether the customer be a Military Service, buying activity or program manager, the defense contractor, or a co-worker. Therefore, we must continually strive to improve not only the level of service DCASR St. Louis provides, but also practice the fine art of customer interface, a critical ingredient in creating a satisfied customer.

COMMANDER'S STATEMENT ON QUALITY

Our greatest challenge in the St. Louis Region is to improve quality and effectiveness in mission accomplishment. How do we do this? Primarily, by emphasizing doing "the right thing right the first time" and making continuous improvement in every aspect of the contract administration services we provide. Everyone of us must assume the responsibility of establishing a continuous quality improvement process in whatever our endeavor. We must challenge mediocrity at every opportunity. We must disregard the beliefs in "mythology and folklore" that will have you believe "we always did it this way" or "we can't do it differently." If it does not make sense, or is not logical or seems wasteful, CHALLENGE! CHALLENGE! EVERYONE, GS-3 to GM-15 to 0-6 must take a personal interest in doing it better, wiser, and more effectively! Our shared goal is to have the St. Louis DCASR, DCASMAs and DCASPRO earn a reputation as THE BEST! We will pursue this goal relentlessly, walk with our heads high, and feel very good about what we do and how well we do it for our nation. Our customers will brag about the services we provide here in the midwest. Come on and join the winning team, the Region that everyone is talking about and wishes they were a part of.



DONALD S. PARSONS, JR.
Captain, SC, USN
Commander, DCASR St. Louis

CONCEPT

Definition

There is a relatively recent initiative by the Department of Defense (DoD) to continuously improve performance at every level and area of DoD responsibility. This initiative is Total Quality Management (TQM). TQM has been defined as "a strategic, integrated management system for achieving customer satisfaction which involves all managers and employees and uses quantitative methods to continuously improve and organize processes."

The Elements of TQM

The principal elements of TQM are straightforward and embrace a common sense to management. However, each of the individual elements must be integrated into a structured whole to succeed.

An overview of the principles of TQM is helpful.

- A Focus of the Customer: Every functional unit has a customer, whether it be an external consumer or an internal unit. TQM advocates that all managers and employees become so customer focused that they continually find new ways to meet or exceed customers' expectations.

- A Long-Term Commitment: Private and public sector experience in the United States and abroad shows that substantial gains come only after management makes a long term commitment - usually 5 years or more - to improving quality. Customer focus must be constantly renewed to keep that goal foremost.

- Top Management Support and Direction: Top management must be the driving force behind TQM. Senior managers must exhibit personal support by using quality improvement concepts in their management style, incorporating quality in their strategic planning process, and providing financial and staff support.

- Employee Involvement: Full employee participation is also an integral part of the process. Each employee must be a partner in achieving quality goals. Teamwork involves managers, supervisors, and employees in improving service delivery, solving systemic problems, and correcting errors in all parts of work processes.

- Effective and Renewed Communications: The power of internal communication, both vertical and horizontal, is central to employee involvement. Regular and meaningful communications from all levels must occur. This will allow an agency to adjust its ways of operating and reinforce the commitment of TQM at the same time.

- Reliance on Standards and Measures: Measurement is the springboard to involvement, allowing the organization to initiate corrective action, set priorities and evaluate progress. Standards and measures should reflect customer requirements and

changes that need to be introduced in the internal business of providing those requirements. The emphasis is on "doing the right thing right the first time."

- Commitment to Training: Training is absolutely vital to the success of TQM. The process usually begins with "awareness" training for teams of top-level managers, and finally by courses for nonmanagers. Awareness training is followed by an identification of areas of concentration or functional areas where TQM will first be introduced. Implementing TQM requires additional skills training which is also conducted in teams.

- The Importance of Rewards and Recognition: Most private sector companies and the federal agencies practicing TQM have given wide latitude to managers in issuing rewards and recognition. Here, a common theme is that individual financial rewards are not as appropriate as awards to groups or team members, since most successes are group achievement.

What TQM is and What TQM is not

IS	IS NOT
A systemic way to improve products and services	A new program
A structured approach to identifying and solving problems	"Fighting fires"
Long term	Short term
Conveyed by management's actions	Conveyed by slogans
Supported by statistical control	Drive by statistical quality control
Practiced by everyone	Delegated to subordinates

TQM as a Way of Life

TQM asks managers to accept ownership of the environment and "culture" of their organizations. They must realize that the turn to TQM will, in many cases, require a substantive shift in management approaches and a cultural change. But if used effectively, TQM can eliminate deeply rooted cultural faults.

CONCEPT

TQM means working collectively to resolve problems in an environment of mutual responsibility. TQM emphasizes that problems are "systemic" in nature, and, therefore not necessarily the fault of the individual worker, but usually a fault in design or management. TQM stresses no defects, no bad practices, and no dissatisfied customers. Success or failure is a collective responsibility.

At its simplest, TQM provides a method for identifying problems, assessing needed corrective actions, and taking those actions, all without laying blame. TQM eliminates finger pointing that normally accompanies a problem, and which often keeps the cause of the problem from being understood in the first place. Instead, TQM requires that someone take ownership of the problem and resolve it.

From the most senior level down, managers need to drive the process and incorporate the philosophy of TQM into their management styles. Since TQM focuses on correcting systemic problems, and on management's responsibility to resolve these problems, managers must be prepared for an environmental change.

TQM as a Quality Culture

IS	IS NOT
Listening to customers to to learn their requirements	Assuming you know what customers require
Identifying the costs of quality	Overlooking the hidden costs of poor quality
"Doing the right thing right the first time"	Doing it over to make it right
A continuous improvement process	A one-time fix
Taking ownership at all organizational levels	Assigning responsibility for quality to one department
Demonstrating executive leadership	Delegating responsibility for quality

Total Commitment Required

Because TQM requires total commitment, participation and recognition at all levels of an organization are keys to its success. Research has found that substantial buy in to TQM

at the top management level is absolutely essential. Likewise, genuine interest and commitment from first-line supervisors and employees are critical.

Obtaining support for TQM from first-line supervisors and employees is relatively easy. They soon discover that TQM involves them in process improvements and gives them a voice in what the organization does and how it does it.

Middle management, as experience shows, is the slowest group to accept TQM. There will be a special need to help middle managers adjust to a new role as facilitators of problem recognition and problem solving. TQM also means forming partnerships among organizational units that may have rarely communicated before. Due to lack of cooperation and understanding among interfunctional work units, quality and efficiency may have suffered.

While funding mechanisms for TQM will vary from one organization to another, all must recognize that it is necessary to expend resources (time and money) to achieve improved quality and productivity. Experience shows the long-term effects of TQM more than validate its cost effectiveness.

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TQM in DCASR St. Louis

TQM is directed at more than just solving specific problems. It is directed at improving how work is done throughout the organization. A team may be successful in problem solving and reducing costs, but its efforts will not have long-term impact unless the team members and their management incorporate the philosophy and practice of quality-consciousness into their daily work. It is important to recognize and understand the DCASR St. Louis approach to TQM.

Speed and Scope of Implementation

Some companies have implemented limited scope improvement efforts as "quick fixes" which later falter. These limited scope efforts lack the commitment necessary for long-term improvement and change. TQM is a broad continuing journey toward improvement for the life of our organization; therefore, it should be implemented at a more measured pace, allowing people to get accustomed to a new way of working while building commitment and support.

Phases of TQM Implementation

The ultimate goal is to incorporate TQM into the everyday culture of our organization. TQM will be the management philosophy that will drive us in the future and will become the norm as we accomplish our day-to-day business. As was stated earlier, this goal is strategic in nature, it will not happen tomorrow but we will be working towards institutionalizing TQM over the coming years. Full implementation of TQM will be accomplished in three general phases.

- Knowledge Phase: This phase creates an awareness of the need for and explains the process of managing quality.

- Application Phase: This involves extensive training efforts, both formal and informal, on the principles of TQM and the techniques and tools available to accomplish continuous improvement.

- Normalization Phase: In this phase, TQM will be the way we do business and the TQM label will eventually fade from use as continuous process improvement is ingrained in the organization and applied by all employees at every level of the organization. In a TQM environment, managers and employees continuously strive to meet customer expectations, to "do the right thing right the first time," and to achieve ever higher standards of quality, timeliness and efficiency.

Main Indicators of Success

The TQM process will improve our cost effectiveness by its emphasis on building

commitment to the fundamentals of continuing improvement, skills development, and teamwork. These fundamentals in turn will cause positive results in quality, productivity, and organizational effectiveness. As employees become more skilled with process techniques, they will look for a committed management team to be involved in coordinating efforts and in providing expertise that may be lacking. Once the fundamentals are in place and causing positive results, bottom line results can be expected to improve in substantive and lasting ways.

Improving Lines of Communication

To some extent, communication patterns will change with the development of TQM. As TQM develops and matures, most managers and supervisors will manage in a more consultive and facilitative mode than previously experienced. By building on existing managerial strengths and continuing the process implementation, the characteristic qualities of DCASR St. Louis will be further developed in terms of commitment to quality, mutual support, and trust.

TQM is not intended to affect the boundaries of functional areas within DCASR St. Louis. However, because it generates wider areas of collaboration, TQM will lead to improved communication and teamwork horizontally and vertically across all organizational units.

Role of Senior Management

TQM requires the full support and commitment of senior management. TQM is directed at organizational integration from top to bottom. Therefore, it must be supported by policies consistent with desired objectives and by active involvement from senior managers. Our Commander, Principal Staff Elements (PSEs) and Field Commanders must be committed to direct involvement in the success of TQM.

Other Management Roles

All management levels should demonstrate commitment by actively using TQM as an integral part of their daily business. Our systems and structures must support TQM development and implementation.

The following specific management actions are necessary for TQM success:

- Participate in the planning necessary to initiate Process Action Teams.

- Provide time for training and orientation of the TQM Executive Steering Committee, Subordinate Working Groups, facilitators, team leaders, team members, and others involved in TQM.

- A tively support the principal elements of TQM.

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- Provide resources for initial implementation of team problem solutions and be patient with the long-term nature of the results and changes. Additionally, management needs to support the ongoing implementation, tracking, and evaluation of approved team solutions.

- Support team activities by allowing Process Action Teams to address work-related problems of their choice as specified within the guidelines approved by the Executive Steering Committee.

- Management is encouraged to communicate department or group objectives as well as to offer insight into important problems to Process Action Teams for possible action.

- Encourage the activities of TQM in oral and written communications, meetings, presentations, plans, and reports.

- Respond promptly and positively to recommended team solutions. If the proposed solution is not accepted, provide a detailed explanation as to the reason why the solution was not accepted.

- Provide department goals to the team members at appropriate times after team initiation.

- Share improvement opportunities with the team members.

- Discuss corporate strategy and values with all employees.

- Offer themselves as a training and skill development resource for the process.

- Look for opportunities to recognize and encourage success.

TQM at DCASR St. Louis is a tool for organizational and personal development, and it requires support from all employees. It is far more than a limited scope program to develop a set of specific skills and techniques. As employees at every level and location become involved in TQM, they will look to management to match and support their excitement. By recognizing the value of every participant in TQM, a climate of acceptance, mutual support, and trust can be achieved.

In summary, DCASR St. Louis pursues excellence in every facet of its operation; more is being asked of our employees. Everyone is being challenged to do the "right job ~~- better~~." TQM will provide leadership and support for this vision of continuous improvement - - a continuing spiral of planning, doing, checking, and taking corrective action. Below is a list of values, characteristics, and actions of a successful manager fully committed to TQM.

METHODOLOGY

Profile of a Successful TQM Manager

- Management Values

    * Trusts in the ability and motives of people
    * Believes in giving constructive and honest feedback
    * Cares about achieving excellence in performance
    * Values people and shows it through their development

- Management Style

    * Proactive management style
    * Active listening
    * Active involvement in improvement
    * Desires self-appraisal and constructive feedback
    * Stays informed
    * Team oriented

- Management Actions

    * States their vision and goals
    * Practices multilevel employee involvement
    * Encourages employees to be involved
    * Manages the process
    * Uses TQM tools and techniques
    * Shares information
    * Recognizes and encourages success
    * Looks at shortcomings as opportunities for improvement
    * Makes resources available
    * States clear expectations
    * Trains others in TQM
    * Communicates the benefits of involvement
    * Distinguishes reality from own desires
    * Removes barriers to optimize performance
    * Asks "Why not the best?"
    * Develops people to their potential

The Process Improvement Cycle

Cultivating TQM as a way of life for DCASR St. Louis will require development of a TQM structure, identification of responsibilities, and establishment of goals. It will also require follow-up by all levels of management to track implementation and progress. TQM goals will be translated into improved products and services through the repetitive, continuous use of a process improvement cycle which consists of:

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- Collect Improvement Opportunities: Identify, usually by brainstorming techniques, work-related problems.

- Prioritize and Select Improvement Opportunities: Select the problem to analyze and develop a goal statement that describes what is to be improved.

- Analyze Root Cause: Gather data to help identify or clarify the true cause of a problem.

- Select a Solution: Once several solutions have been identified, evaluate these solutions and select the one that will be implemented.

- Perform Trial Implementation: If a decision for trial implementation is not within the authority of the group, obtain management approval and support to implement its solution on a trial basis.

- Implement Solution: Review trial results and modify the solution as needed. Select the best solution and plan a management presentation to obtain the needed approval and support for complete implementation.

- Track Effectiveness: On an ongoing basis, disciplined follow-up and evaluation ensure that the problem has been solved, and the solution action plan was complete.

TQM Structure and Responsibilities

The DCASR St. Louis TQM structure will consist of an Executive Steering Committee (ESC) and subordinate working groups, such as Process Action or Improvement Teams, within each of the PSEs and each of the DCASMAs/DCASPRO. The ESC will be chaired by the Region Commander and comprised of the Heads of PSEs and the Field Commanders. Its purpose is to provide overall coordination and direction of TQM activities. The ESC will meet at the call of the chairperson, but no less than quarterly. Specific responsibilities of the ESC are listed below:

- Formulate a vision and philosophy which will guide the organization's TQM efforts. (1st Quarter FY 90)

- Prepare and issue policy statements on the organization principles of quality. (1st Quarter FY 90)

- Develop timetables for institutionalizing TQM. (1st Quarter FY 90)

  * Institutionalize systems for training, involving, rewarding and recognizing employees.

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* Institutionalize strategies, goal setting and measurement of improvements in quality.

* Institutionalize process analysis and structured problem resolving approaches.

- Determine local leadership structure for TQM efforts such as use of TQM facilitators, process consultants. (Completed)

- Ensure long-range quality improvement goals are incorporated into the DCASR St. Louis Vision Plan. (Ongoing)

- Aggressively support and implement initiatives identified by DLA that demonstrate an uncompromising commitment to buying and supplying the highest quality products and services. (1st Quarter FY 90)

- Ensure time and money are available for training and institutionalizing TQM.

- Establish a system for PSEs and Field Commanders to set quality improvement goals.

- *Monitor the progress of teams on quality improvement projects.*

- Track quality improvements against goals or expectations.

- Ensure that organizational units develop standards for measuring whether products and services meet customer requirements.

- Encourage and promote TQM throughout the organization.

- Reward and recognize quality improvement.

<u>The Subordinate Working Group</u>

The specific composition and responsibilities of the subordinate working groups, such as Process Action Teams and Process Improvement Teams, will be determined by each PSE Head and Field Commander. The subordinate working group will consist of workers across a field of disciplines who gather not only to solve problems at the lowest level possible, but also to formulate new ways to achieve continuous improvement.

Several things can be done to help subordinate work groups be successful. Experience has shown that processes succeed when teams are involved in setting goals and measuring their performance, given sufficient management support, and provided training in problem solving skills and group dynamics. Other important elements are to:

METHODOLOGY

- Encourage a people-building philosophy.
- Recognize those who make contributions to quality improvement.
- Allow all employees an opportunity to participate.
- Emphasize that projects are team efforts - - not individual efforts.
- Allow team members to solve problems focused on department goals.
- Encourage innovation.
- Relate projects to member's work for TQM Functional Teams.
- Have team members track problem solutions and results.
- Actively involve management.
- Ensure management assumes ownership of the overall process.

DCASR ST. LOUIS TQM GOALS

The TQM goals listed in this section are considered necessary for successful integration of TQM throughout the Region. They do not exhaust all of the actions required nor do they limit additional goals as we progress to the quality life-style engendered within the TQM philosophy. Field activities, particularly, may want to expand these goals.

Develop a Trained Work force: Although initial TQM training will be directed at upper management, all employees will eventually be provided with skill-building tools aimed at improving specific TQM capabilities. TQM training will consist of five elements:

- Introduction of TQM concepts to upper managers, supervisors, and employees

- Training of TQM Facilitators, who will serve as internal consultants to support TQM at the Region, DCASMAs and DCASPRO

- Establishment of a system between the Region and Heads of PSEs and Field Commanders to keep training opportunities in the forefront

- Identification of continuing TQM training opportunities for all employees

- Establishment of the necessary processes to administer the TQM training program

While training will be a continuous effort, a successful, organized approach to TQM requires that the highest levels of management receive proper training as a priority in order to ensure that they understand, demonstrate, and can teach TQM principles and practices before expecting them from and evaluating them in their subordinates. Once top managers are trained in TQM principles and practices, the training of middle management and other personnel requiring specialized training will commence.

Harmonize Directives: DCASR St. Louis, like any organization, operates under policies, guidelines, regulations and laws from both internal and external sources. If we are to assure that TQM permeates our daily activities, and fosters improvements in our processes, inconsistencies within existing directives must be corrected. The basic intent is to eliminate barriers to success whether internally or externally imposed.

As the TQM process takes hold, management must assure commonality and consistency of improvement approaches by eliminating contradictory signals. Motivating factors must be consistent with the TQM philosophy. Directives, regulations, instructions, and attitudes will be reviewed for conflict with the TQM approach and harmonized accordingly.
TQM requires review of the processes of our work environment. By virtue of our mission, we interface with a multitude of outside agencies, whose directive, policies and attitudes directly impact our work environment. While often more difficult to resolve than internal issues, external barriers must also be reviewed and properly assessed in light of TQM. An approach must be developed for removing any external obstacles.

DCASR ST. LOUIS TQM GOALS

Resolve Internal Barriers to Success: During the TQM Executive Overview conducted by the Federal Quality Institute in April 1989, the following internal barriers to the successful implementation of TQM were identified by the St. Louis Region top level managers. To succeed, these barriers must be resolved.

- An untrained work force and lack of training money.

- Management attitude and behavior.

- Resistance and fear of change/Repercussions from risk taking and willingness to take risks.

- No vision or philosophy to guide TQM efforts.

- Internally imposed rules, regulations, and labor agreement.

Support DLA Goals: DCASR St. Louis will aggressively support DLA's goal to demonstrate an uncompromising commitment to buying and supplying the highest quality products and services. Initiatives will be identified and implemented to:

- Reduce the potential for nonconforming material entering the DoD logistics pipeline.

- Encourage contractors to reduce costs associated with production inefficiency and poor quality.

- Enhance communication with corporate management.

- Evaluate effectiveness of contractor use of Statistical Process Control (SPC) and other analytical techniques.

- Train the ACO teams in SPC and other analytical techniques.

- Eliminate poor performers during preaward surveys.

- Provide current information to buying and specification control activities regarding contractor progress and issues relating to technical data, which may require Government action.

- Pursue quality products which will allow reduction in contract management oversight.

DCASR ST. LOUIS TQM GOALS

Institutionalize TQM: The ultimate goal is to incorporate TQM into everyday life. The principles, training practices and processes aimed at achieving continuous improvements will become routine business. The TQM label will eventually fade from use when continuous process improvement is ingrained as the normal method of operation by all employees at all levels.

This goal will be accomplished through the commitment and participation of the entire DCASR St. Louis team. Top leadership commitment will be amplified by a continuous education program which will be used to instill the TQM philosophy at all levels of the work force.

EXECUTION ACTIVITIES/PLANS

DCASR St. Louis TQM Actions

- Dedicated TQM Facilitator appointed

- TQM Focal Points at each DCASMA/DCASPRO

- Initial Plans (Three Phases)

    * Knowledge (6-18 months)
    * Application (immediately and continually)
    * Normalization (2 years and onward)

- Short-Term Activities (Knowledge Phase)

    * Awareness of principles, practices, techniques and tools
    * Train key personnel
    * Encourage self-initiation of TQM by DoD contractors
    * Examine processes and identify improvements
    * Establish Process Improvement Teams
    * Ensure employee involvement
    * Begin organizational planning
    * Identify receptive contractors
    * Reduce the potential for nonconforming material entering the DoD logistics pipeline
    * Encourage contractors to reduce costs associated with production inefficiency and poor quality
    * Enhance communication with corporate management
    * Evaluate effectiveness of contractor use of SPC and additional techniques
    * Train the ACO teams in SPC and other analytical techniques
    * Eliminate poor performers during preaward surveys
    * Provide current information to buying specification control activities regarding contractor progress and issues relating to technical data which may require Government action
    * Pursue quality producers which will allow reduction in contract management oversight

- Specific Accomplishments/Plans

    * Commander's statement of quality issued
    * Joint Government/Industry and American Society for Quality Control TQM symposiums
        DCASPRO Honeywell, 13 Oct 88
        DCASR/DCASMA St. Louis, 16 Mar 89

EXECUTION ACTIVITIES/PLANS

DCASMA Wichita, 25 May 89
DCASMA Denver, 25 Aug 89 (Secretary of Defense keynote speaker)
DCASMA Cedar Rapids, 25 Oct 89

* TQM reference libraries established at Region, DCASMAs and DCASPRO
DoD suggested reading list (nine books)
Video tapes
TQM Executive Planning Session, 16-20 Oct 89

TQM Training

- DCASR TQM Facilitator

* Federal Executive Board Quality & Productivity Symposium, Sep 88
* Defense Systems Management College TQM Course, Nov 88
* Navy Personnel Research and Development Center TQM Implementer's Seminar, Jan 89
* George Washington University TQM, Apr 89
* ITT Research Institute, Jul 89

- Directorate/Field Activity TQM Facilitators

* George Washington University, The Deming Approach to Quality in the Service Industries, May 89
* PMI, An Introduction to the New Management Philosophy, Sep 89

- Management Training

* Characteristics of Successful TQM Strategies, Dec 88
* Statistical Process Control course, Mar 89
* Federal Quality Institute Executive Overview (PSEs/CAOs), Apr 89
* Federal Quality Institute (Deputies, OICs, DCASMA St. Louis), Jun 89
* Process Management Institute (Other DCASMAs and DCASPRO), 12-13 Sep 89
* Florida Power and Light TQM Executive Overview, 25 Jul 89

TQM Awareness Presentations

- DCASR St. Louis Commander's Conference, Dec 88
- DCASMA Cedar Rapids, Feb 89
- National Contract Management Association (Cedar Rapids), Feb 89
- DCASMA Wichita, Mar 89

EXECUTION ACTIVITIES/PLANS

TQM Awareness Presentations (Cont'd)

- National Contract Management Association (Wichita), Mar 89
- Missouri Governor's Advisory Council on Productivity, Apr 89
- DCASR STL-C, Apr 89
- DCASR STL-W, Apr 89
- DCASR STL-Z, May 89
- DCASR STL-L and DCASR STL-G, May 89
- DCASR STL-Q, May 89
- DCASMA Twin Cities, May 89
- DCASPRO Honeywell, May 89
- DCASR STL-K, May 89
- DCASR STL-A, May 89
- Union Electric President and Vice Presidents, May 89
- DCASMA St. Louis, Jun 89
- DCASMA Denver, Jun 89
- North Cental States Small Business Council, Jun 89
- Greater St. Louis Federal Executive Board, Aug 89

APPENDIX A

DCASR St. Louis TQM Process Improvement Initiatives

All PSEs and Field Commanders have identified at least two "processes" used in their respective areas of responsibility to apply the principles, tools, and techniques of TQM to improve the processes. These initiatives are a very necessary and crucial step in (a) turning words into deeds, (b) involving the entire organization in the TQM philosophy, and (c) providing a snapshot to assess where the organization is on the TQM learning curve. The status, lessons learned, and benefits will be briefed during commander's conferences. Thorough analysis, using quantitative techniques such as flow charts, Pareto analysis, fishbone diagrams, is intended to surface, identify, and correct areas of redundancy, duplication, waste, idleness, and inefficiency within the organization.

Specific actions and plans to support DoD and DLA TQM initiatives will be identified and published by the DCASR St. Louis TQM Steering Committee during the 1st Quarter FY 90.

The processes identified by the PSEs and Field Commanders are listed below:

- DCASR STL-A

  * Contractor Purchasing Systems Reviews
  * Preaward Surveys

- DCASR STL-C

  * Automatic Payment of Invoices
  * Requests for closed contracts from the Records Center

- DCASR STL-G

  * Circulation of reading material through the office
  * Selecting training courses

- DCASR STL-K

  * Review of Automated Payroll, Cost and Personnel System input and maintenance
  * Incentive Awards

- DCASR STL-L

  * SF 52, Request for Personnel Action, process
  * Facilities planning process

APPENDIX A

- DCASR STL-Q

    * Invalid Materiel Deficiency Reports
    * Prime contractor off-loading

- DCASR STL-W

    * DCASR STL Form 37, Request for Purchase/Repair Services
    * DCASR reference library

- DCASR STL-Z

    * Mechanization of Contract Administration Services
    * Ordering process for microcomputers
    * Procedures for responding to network outages

- DCASR STL-GCD

    * Technical Analysis of Cost Proposals (TACP)
    * Preaward Survey

- DCASR STL-GDD

    * Document/correspondence flow within the DCASMA
    * TACP processing

- DCASR STL-GSD

    * Managing, tracking, and reporting reimbursable contracts
    * Recording and correcting contractor delinquencies

- DCASR STL-GTD

    * Preaward Surveys
    * Mail management

- DCASR STL-GWD

    * Communications feedback to buying commands
    * Materiel Deficiency Reports
    * Correspondence processing/control

APPENDIX A

- DCASR STL-RHD

  * Analyzing requests for waivers, deviations, and engineering change proposals
  * Status of contractor management systems

APPENDIX B

FORMAL TRAINING FOR TQM IMPLEMENTATION

PSEs and Field Commanders

1-3 days sensitivity training

Division/Branch Chiefs

5-10 days plus

- Statistical Process Controls
- Flow charting
- Communication skills
- Variable analysis

Facilitators

10-20 days plus

- Team building
- Problem solving
- Decision making techniques
- Group dynamics

Employees

Various

- Sensitivity sessions
- Group problem solving
- TQM tools and techniques